Unclassified

U.S. Army

Logistics Transformation

USMC Logistics Conference

24 Sep 2008

Presented on Behalf of

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AMERICA'S ARMY: THE STRENGTH OF THE NATION

Topics for Today

- Transformation Guidance
- Enterprise Approach
- Modular Force Logistics Concept
- Logistics Integration
- Army Support to Other Services (ASOS)
- LOGCAP Support

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Transformation Guidance

America's Army
A campaign-quality expeditionary force able to operate effectively with Joint, interagency and multinational partners across the spectrum of conflict.

Decade of Change

Institutional Focus

Operational Focus

Transformational Focus

Enterprise Transformation

Business Transformation

Warfighting

GEN Casey

GEN Schoomaker

GEN Shinseki

"We will not cement the transformational change of the Army until the institution reflects that change."

Chief of Staff, Army
19 June 2007

The Enterprise Approach

An Enterprise approach is:

- The holistic application of strategic leadership and business practices to “run the Army” in the same way that we “fight the Army.”
- Defining strategic objectives; developing the policies and strategies to accomplish these objectives; and ensuring resources are used to achieve the optimal balance between effectiveness, efficiency, and strategic risk.
- The establishment of the enterprise approach requires dedicated leadership to plan, coordinate, oversee, assess, and integrate enterprise management activities.

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Defining Enterprise

- **Enterprise Process: The end-to-end, (cross-departmental, and often, cross company) coordination of work activities that create and deliver ultimate value to customers. [DUSA(BT) definition from Michael Hammer -author of The Agenda: What Every Business Must Do To Dominate the Decade]**

- **Enterprise Logistics – "Being able to see the entire organization and the relationships between its people, processes, functions and organizational parts" HQDA G4 Army Magazine.**

- **Single Army Logistics Enterprise - The Single Army Logistics Enterprise (SALE) is the Army's initiative to refine enterprise architectures and leverage industry best practices. Its vision is *information superiority through real-time visibility of personnel, equipment, and supplies anywhere in the distribution pipeline and within the operational environment*. This requires a seamless, integrated, end-to-end network delivered in a SALE. Implementation will require a merger of Soldier and business systems, fully compliant with Joint requirements, that yields a single, harmonious environment from the manufacturer to the foxhole. 2008 Army Posture Statement**

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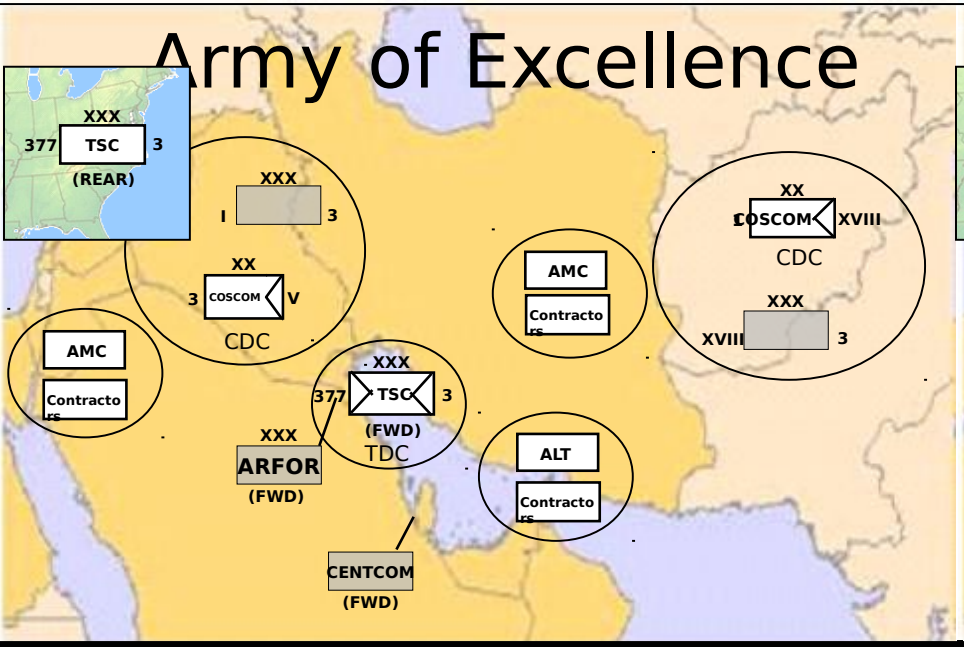
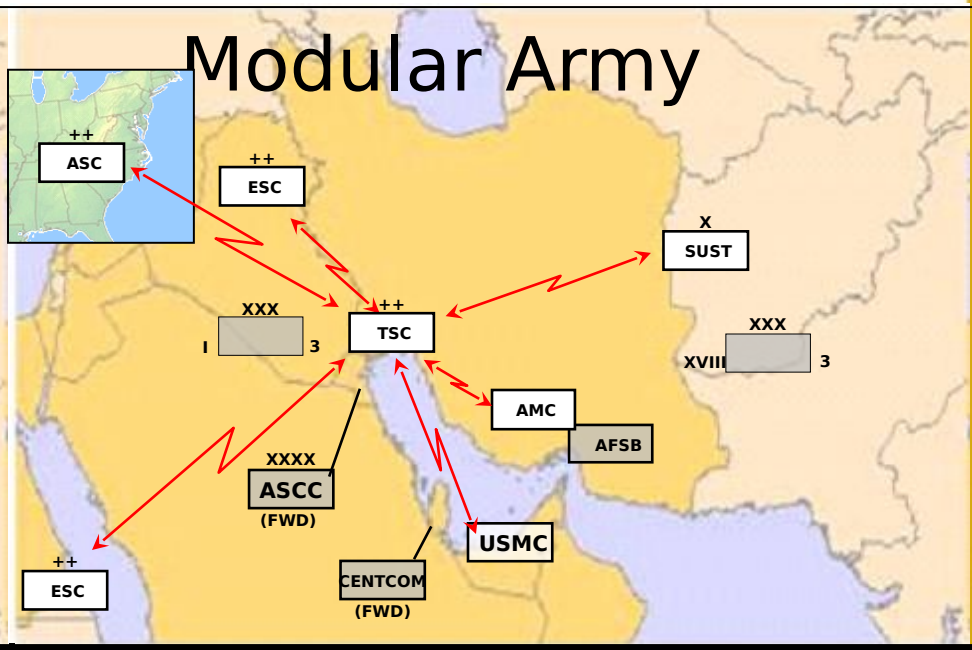
Theater Command & Control

Army of Excellence



- Strategic / Operational Campaign
- Division centric operations
- Tooth-to-Tail weighted towards EAB
- No single EAB Log C2 in Theater
- ASCC/CFLCC CDR's priorities not fully executed
- Relies on echeloned, reinforcing force structures
- Echeloned stockpiles
- TSC conducted split based-ops for multiple

Modular Army



- Strategic / Operational Campaign
- Brigade-centric tactical operations
- Noncontiguous battle space
- Tooth-to-Tail weighted towards Brigades
- Single EAB Log C2 in Theater
- Leverages limited force structure
- Eliminates echeloned stockpiles
- Maximizes utilization of trans (Inter/Intra Theater)
- Ability for TSC to operate in multiple AO / JOA

Single EAB Log C2 fosters Unity of Effort / Flexibility; Offsets use of Mass to reduce risk

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CSS Transformation

"The Big Ideas"

- **Modular Force BSB is much more robust than the AOE design**
- **Streamline logistics organizations**
  - **Establishes a single EAB log C2 within theater**
  - **TSC provides C2 of Sustainment BDEs that distribute to BSBs**
  - **Eliminates MMCs at Division and Corps levels**
  - **Single HQ design of Sustainment BDEs**
    - **Augmented with Theater Opening and Theater Distribution elements based on mission**
    - **Subordinate CSSBs designed based on mission**
- **Sustainment brigades provide:**
  - **Physical distribution and distribution management of materiel to BCTs and EAB units as part of a theater-wide distribution process**
  - **Area support to units within an assigned operational area**
  - **Assigned to the TSC**
- **Division & Corps HQ enabled with robust G-4 to enable oversight of internal logistics**
- **Streamlined maintenance operations with Two-Level**

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TSC/ESC Alignment

Combatant Command Logistics Capability

PACOM	CENTCOM	EUCOM	NORTHCOM	SOUTHCOM
USARPAC	USARCENT	USAREUR	USARNORTH	USARSOUTH
AC FLAG: 8th TSC HAWAII (All AC 20091016)	AC FLAG: 1st TSC KUWAIT (All AC 20080616)	AC FLAG: 21st TSC EUROPE	NG FLAG: 167th TSC CONUS	AR FLAG: 377th TSC CONUS

AMC: AC FLAG: ASC CONUS

AC	AC	ARNG	AR	AR
19th ESC Korea	13th ESC Fort Hood	184th ESC	103d ESC	311th ESC
	3d ESC Fort Knox	135th ESC	143d ESC	316th ESC
	ESC (20101010) Fort Lewis		310th ESC	4th ESC (20081016) 364th ESC (20090916)

Global Force Pool

✓ = Complete
✓ = In-Process
✓ = Pending

LEGEND: AC ARNG USAR

ASC – Army Sustainment Command
AC – Active Component
AR – Army Reserves
ARNG – Army National Guard
ESC – Expeditionary Support Command
DP – Decision Point
FY – Fiscal Year
TO – Theater Opening
TD – Theater Distribution
TSC – Theater Support Command
VCSA – Vice Chief of Staff, Army

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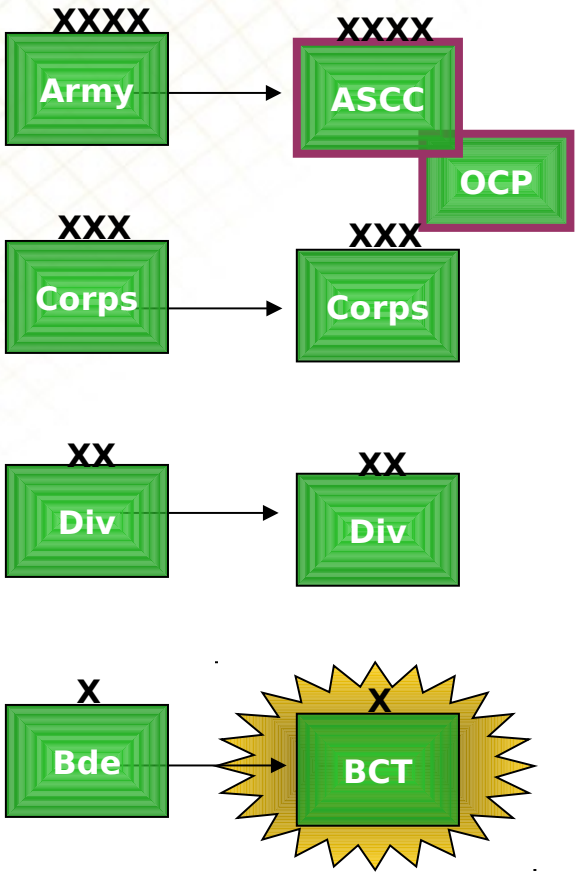
TSCs Now Aligned with Combatant Commands

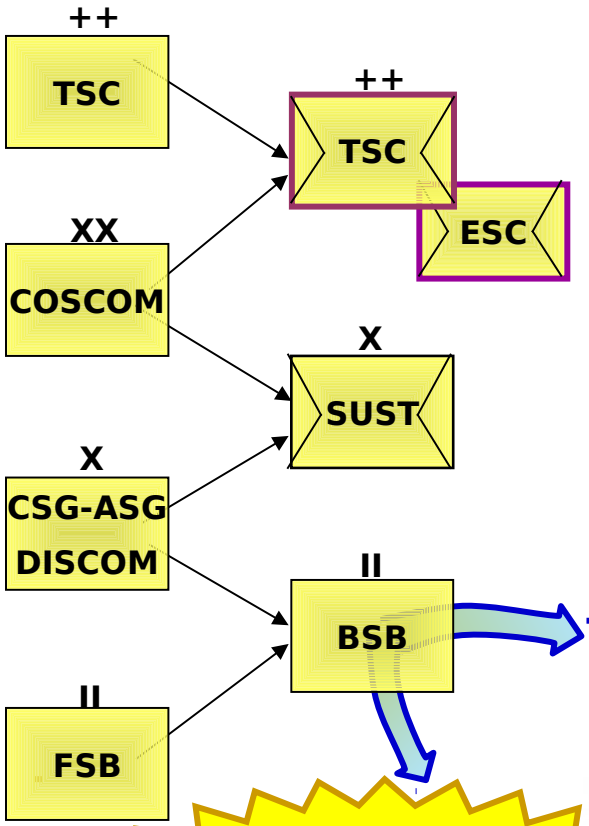
The New Look

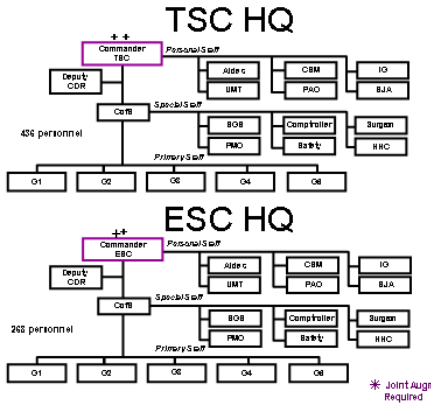
OPERATIONS

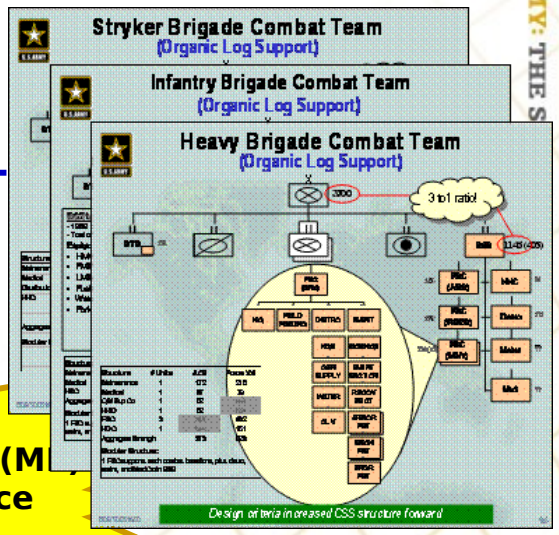


Note: Includes all Active and Reserve Components

LOGISTICS







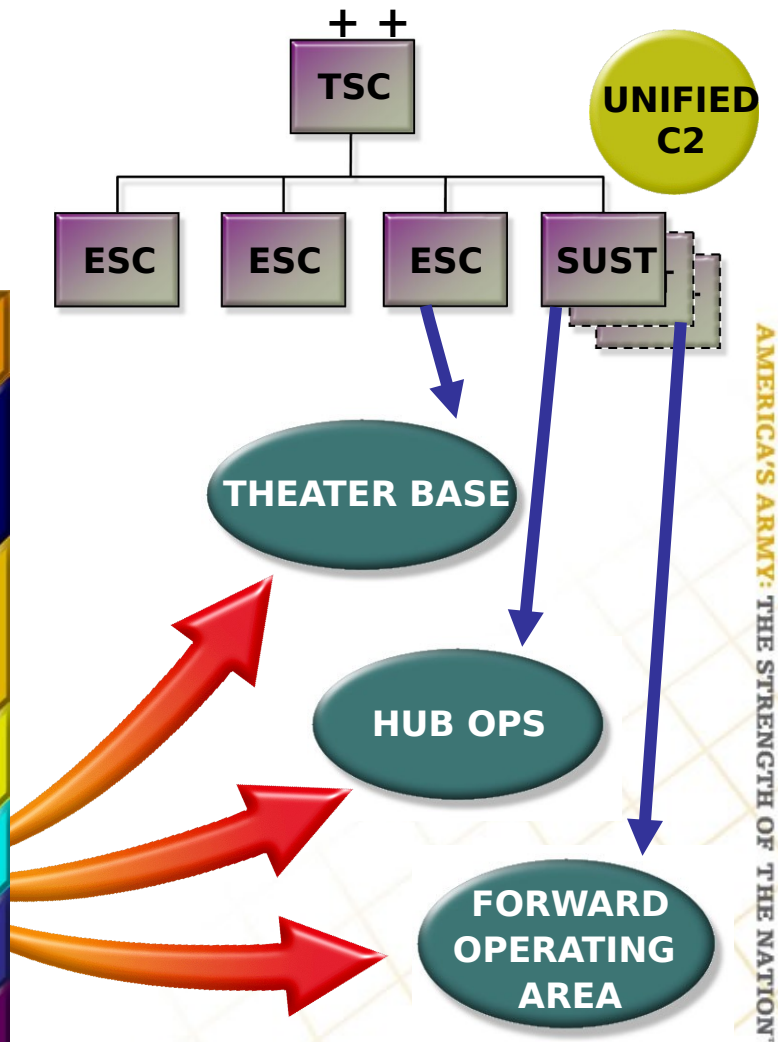
Support Bdes

- Combat Support Bde (M
- Battlefield Surveillance Bde
- Fires Bde
- Combat Aviation Bde

Capabilities Menu

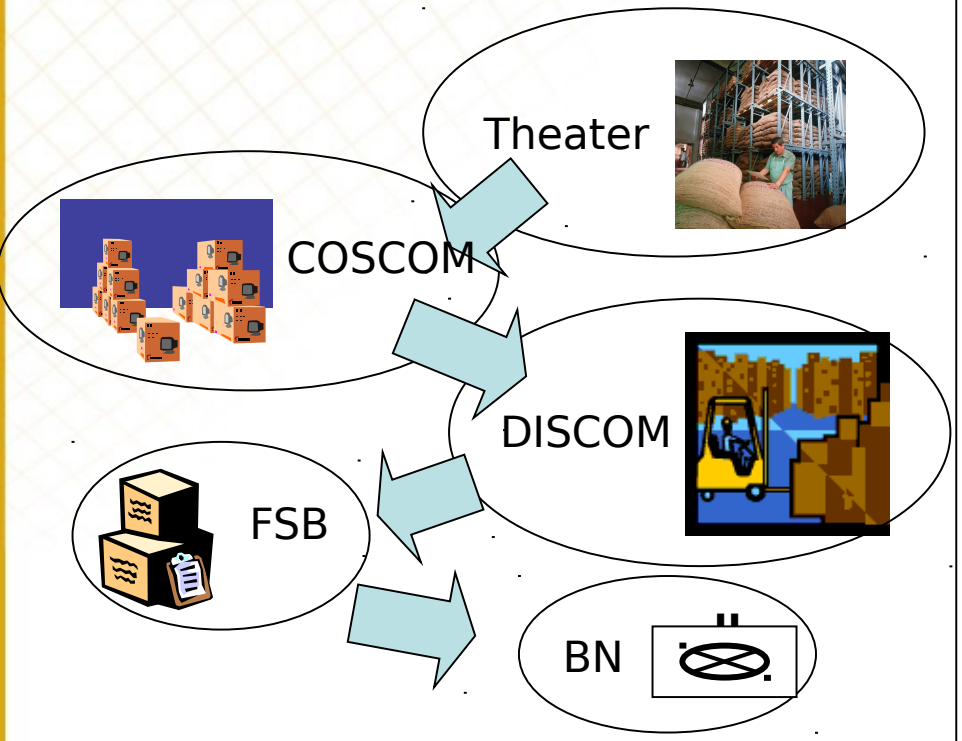
STRATEGIC BASE

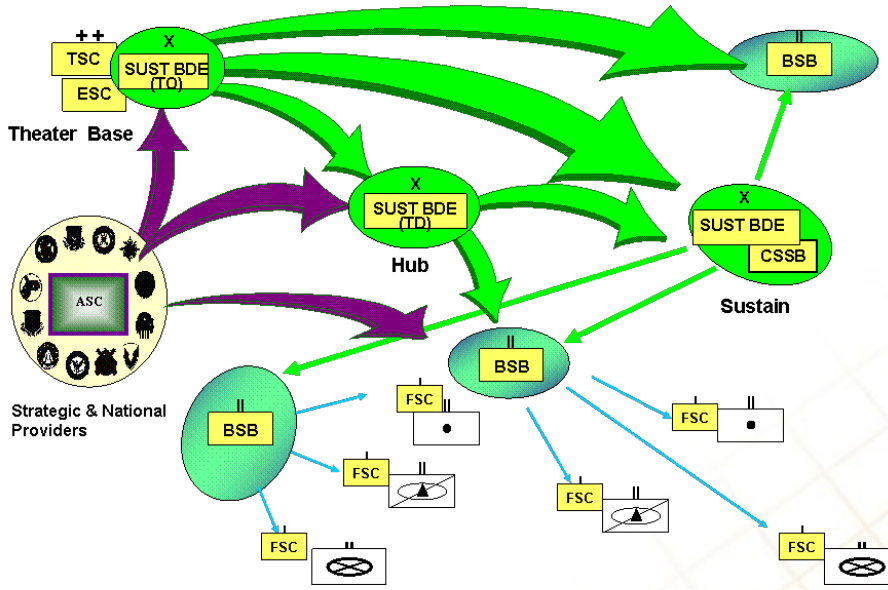
MAINTENANCE		PORT OPERATIONS
EOD	LAUNDRY & SHOWER	ACQUISITION CONTRACTING
POL	SUPPLY	
MORTUARY AFFAIRS	AMMUNITION	WATER PRODUCTION
MEDICAL	AERIAL DELIVERY	
TRANSPORTATION	DISTRIBUTION	CARGO TRANSFER
MOVEMENT CONTROL	LIFE SUPPORT / FP	TERMINAL OPERATION
ENGINEERING	LOGCAP	HOST NATION SUPPORT
JOINT LNOs		WHOLESALE LNOs



Capabilities Based – Flexible & Scaleable!

Army of Excellence (AOE) to Modular Concept of Distribution





AOE Logistics

- decentralized management of resources
- requires additional resources for redundant echeloned system of inventory
- increases time from ordering the commodity to receiving the commodity

Modular Logistics

- centralized management of scarce resources
- maximized distribution platforms
- minimum essential forward stock commodities and total asset visibility
- decreases time from ordering the

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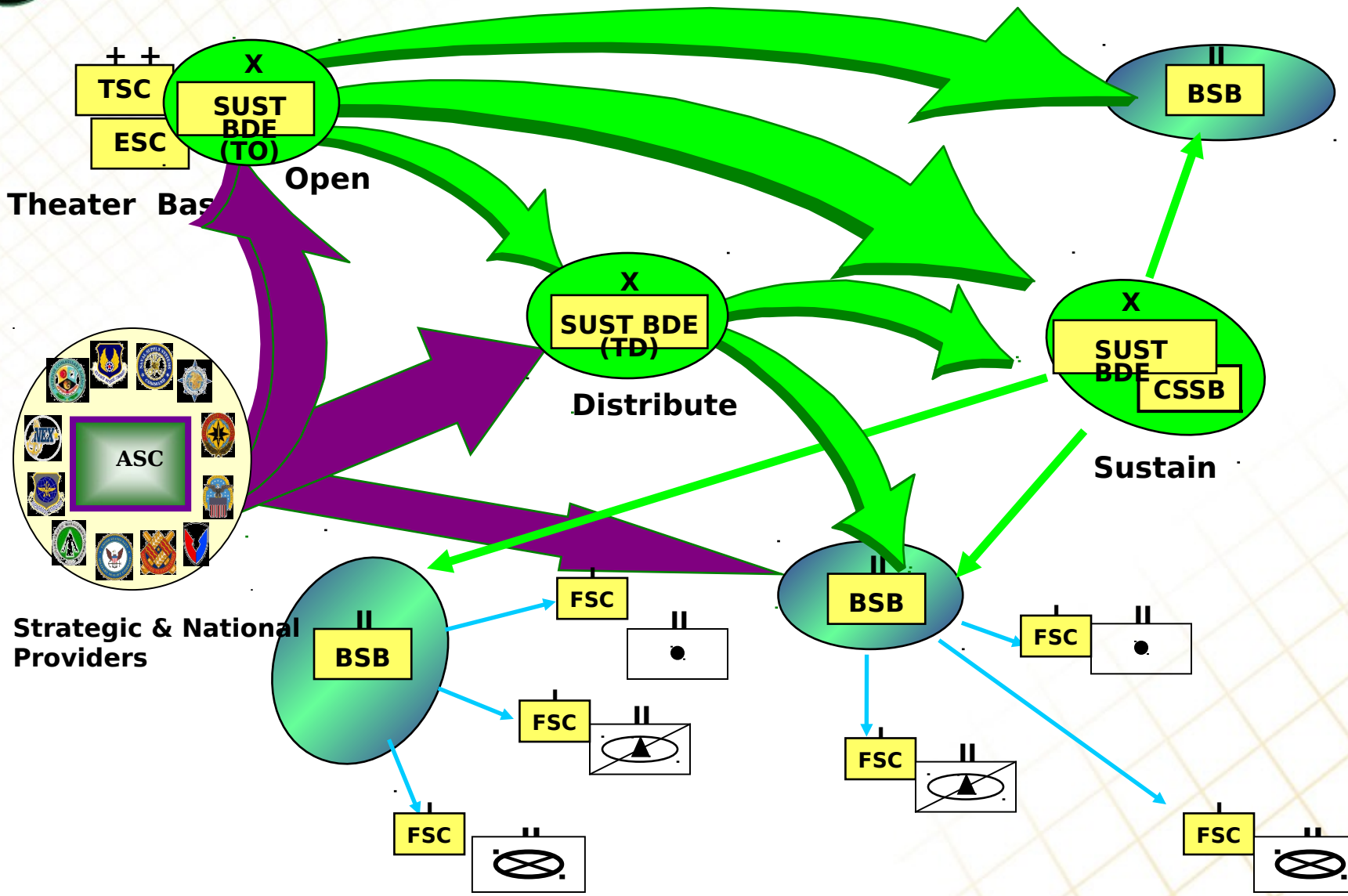
Concept of Support



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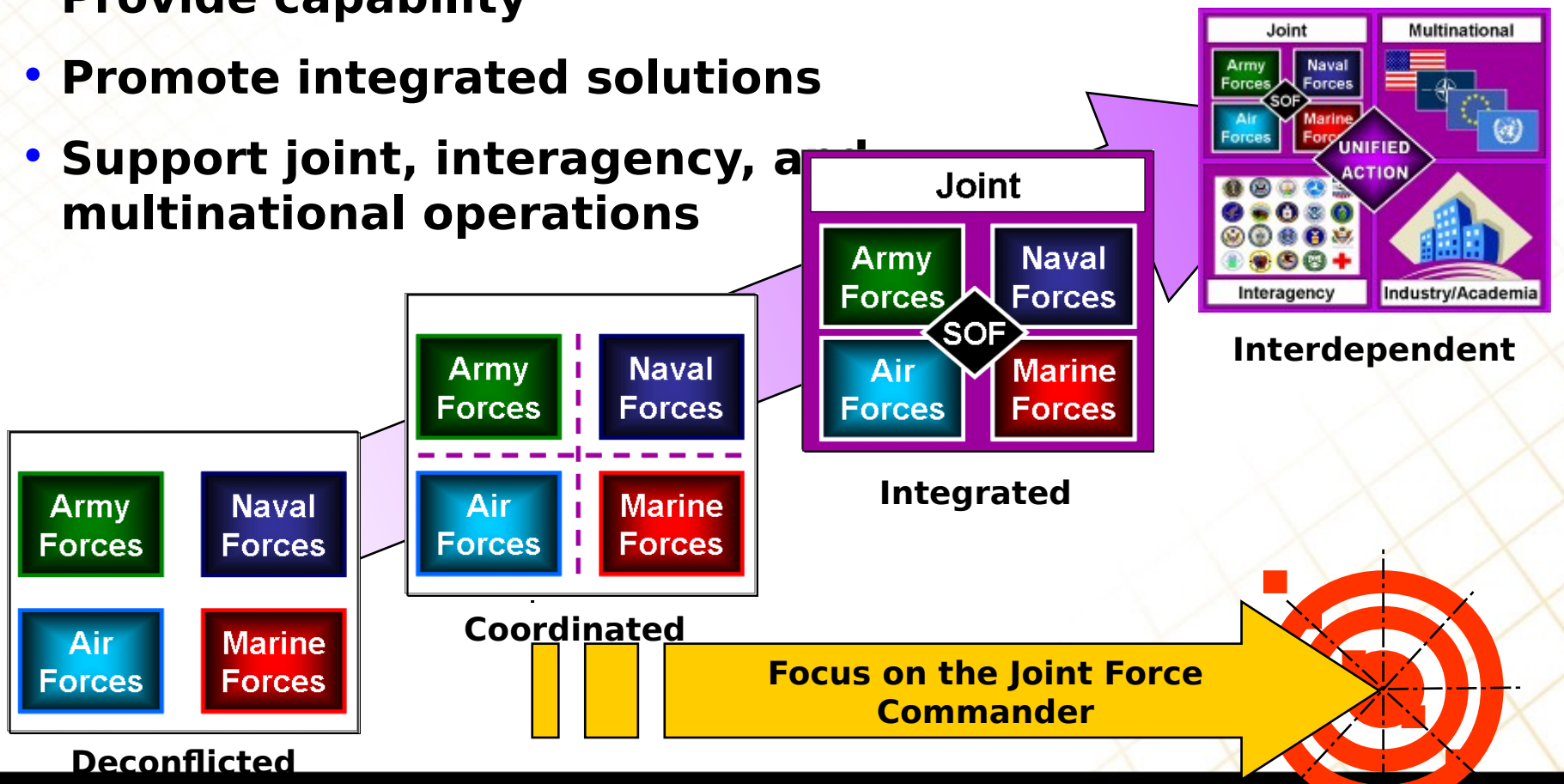
Perspective on Transforming to a Joint Force

- **Expand capacity**
- **Provide capability**
- **Promote integrated solutions**
- **Support joint, interagency, and multinational operations**



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The Logistics Problem

"....logistics in this area of operations is not directed by a single headquarters, but rather by rules and procedures of the separate services. This loosely formed system relies on informal, personal relationships, command intervention and ad hoc requests resulting in inefficiencies, uncertain schedules, and continual retraining and reestablishment of relationships. While the commander possesses directive authority for logistics (DAFL) he is unable to execute it as effectively and efficiently as possible due to this lack of joint rules, tools, and procedures...."

Senior Logistics Officer

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Army Support to Other Services

EA Mission

To provide defined levels of support for both operational and administrative missions that involve two or more organizations where efficiency and or effectiveness gains must be achieved

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Army Support to Other Services

- **Interservice Support -** Action by one Military Service or element thereof to provide logistic and/or administrative support to another Military Service or element thereof. Such action can be recurring or nonrecurring in character on an installation, area, or worldwide basis.

- **Lead Service or Agency for Common-User Logistics -** A Service component or Department of Defense agency that is responsible for execution of common-user item or service support in a specific combatant command or multinational operation as defined in the combatant or subordinate joint force commander's operation plan, operation order, and/or directives.

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ASOS: Examples of Army as DoD Executive Agent

Management of Land-Based Water Resources in Support of Contingency Operations

- Ensure that resources are programmed to support the requirements of the combatant commands through the POM (DoD Directive 4705.1)

Defense Mortuary Affairs Program

- Set standards and provide backup general support to the other Military Services (DoD Directive 1300.22)

Noncombatant Evacuation Operations

- Manage all specified DoD Noncombatants CONUS repatriation needs (DoD Directive 3025.14)

DoD Support to United Nations Missions

- MFO Sinai, KFOR, SFOR (DoD Directive 2065.1E)

DoD Veterinary Services Program

- Control animal diseases communicable to man (DoD Directive 6000.4)
- Develop approved lists of food suppliers, Provide laboratory examinations of food products
- Provide on-base inspection of food products at all joint procurement and storage facilities

USCENTCOM R&R Leave Program

- Program and budget resources for managing and executing all aspects of the USCENTCOM R&R Leave Program outside the USCENTCOM area of responsibility (DoD Directive 5101.6)

DoD Detainee Program

- Plan for and operate a national-level detainee reporting center and theater and lower levels to account for detainees (DoD Directive 2310.01E)

DoD Executive Agent for Military Postal Services (DoD Directive 5101.11)

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ASOS: Other DoD-Directed – Not "DoD EA"

Military Troop Construction in Selected Overseas Areas

- Responsibilities in Europe and Selected Middle East countries (**DoD Directive 4270.5)**

Overland Petroleum Distribution Support

- Wartime planning and management of overland petroleum distribution support, including inland waterways, to U.S. land-based forces of all DoD Components (DoD Directive 4140.25)

Provide Civil Affairs Qualified Personnel

- Furnish U.S. Army personnel qualified in civil affairs to the other Military Departments, at their request and in coordination with CJCS and USCINCSOC (DoD Directive 2000.13)

Single Manager for Conventional Ammunition

- Procuring, Storing, Transporting, Conventional Ammunition (DoD Directive 5160.65)

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Army Support To Other Services Joint Doctrine (1 of 5)

- **Theater Lines of Communication (LOCs)**

➢ **Joint Publication 4-01.5, Transportation Terminal Operations (9 Apr 02)**

- Develop theater Lines of Communications
- Establish and operate watercraft along intratheater sea LOCs and inland waterways
- Provide engineer support for inland distribution network (highways and bridges)

- **Common User Logistics (CUL)**

➢ **Joint Publication 4.0, Joint Logistics (18 Jul 08)**

- Provide lead Service for designated CUL to other government agencies, multinational forces, and NGOs as directed
- Common-user Item support includes Class I, limited Class II, Class III, Class IV, Class V (small arms and selected large munitions), Class VI, Class VIII. limited Class IX (common repair parts), and Class X

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Army Support To Other Services Joint Doctrine (2 of 5)

- **Common User Land Transportation (CULT)**

  - **Joint Publication 4-01.5, Transportation Terminal Operations (9 Apr 02)**
  - In-theater common user land transportation including rail and management of commercial and organic assets

- **Petroleum Storage, Distribution, and Protection**

  - **Joint Publication 4.03, Joint Bulk Petroleum & Water Doctrine (23 May 03)**
  - Provide necessary force structure to install, operate, and protect tactical petroleum storage and distribution systems, including pipelines

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Army Support To Other Services Joint Doctrine (3 of 5)

- **Theater Collection Point and Evacuation Support**
  - **Joint Publication 4-6, Mortuary Affairs in Joint Operations (5 Jun 06)**
  - Provide collection and evacuation support to the other Services through Army facilities.
  - Operate theater and CONUS mortuary affairs personal effects depots in support of all Military Services

- **Port and Ocean Terminal Management**
  - **Joint Publication 4-6, Sealift Support to Joint Operations (31 Aug 05)**
  - The Army's Surface Deployment and Distribution Command (SDDC) provides worldwide common-use ocean terminal services and traffic management services to deploy, employ, sustain, and redeploy U.S. forces
  - SDDC is the seaport manager for all common-user seaports of embarkation (SPOEs) and/or seaports of debarkation (SPODs)

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Army Support To Other Services Joint Doctrine (4 of 5)

- **Medical Logistics**
  - **Joint Publication 4.0, Joint Logistics (18 Jul 08)**
    - Class VIII forward distribution for a JTF
    - Medical materiel storage, optical fabrication, blood operations and medical maintenance
    - Provides rotary-wing medical evacuation
- **Helicopter Support**
  - **Joint Publication 4.0, Joint Logistics (18 Jul 08)**
    - Rotary-wing common-user support
- **Provide Logistics Support to Enemy Prisoners of War (EPW)**
  - **Joint Pub 4.7, Common User Logistics in Joint Operations (11 Jun 01)**
    - Normally responsible for EPW support

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Army Support To Other Services Joint Doctrine (5 of 5)

- **Airfield Repair**
  - **Joint Publication 3-34, Joint Engineer Operations (12 Feb 07)**
  - Assist in repair of critical airfield or base support facilities when such repairs exceed the Air Force's capability
- **Joint Logistics Over-the-Shore**
  - **Joint Publication 3-34, Joint Engineer Operations (12 Feb 07)**
  - Army and Navy engineer units provide the majority of construction and transportation equipment and most engineering construction tasks
- **Port Engineering Operations**
  - **Joint Publication 3-34, Joint Engineer Operations (12 Feb 07)**
  - Army transportation and Navy beach groups operate port facilities and coordinate construction and repair requirements with each others' Service engineers

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Unclassified

Questions

Back-Up

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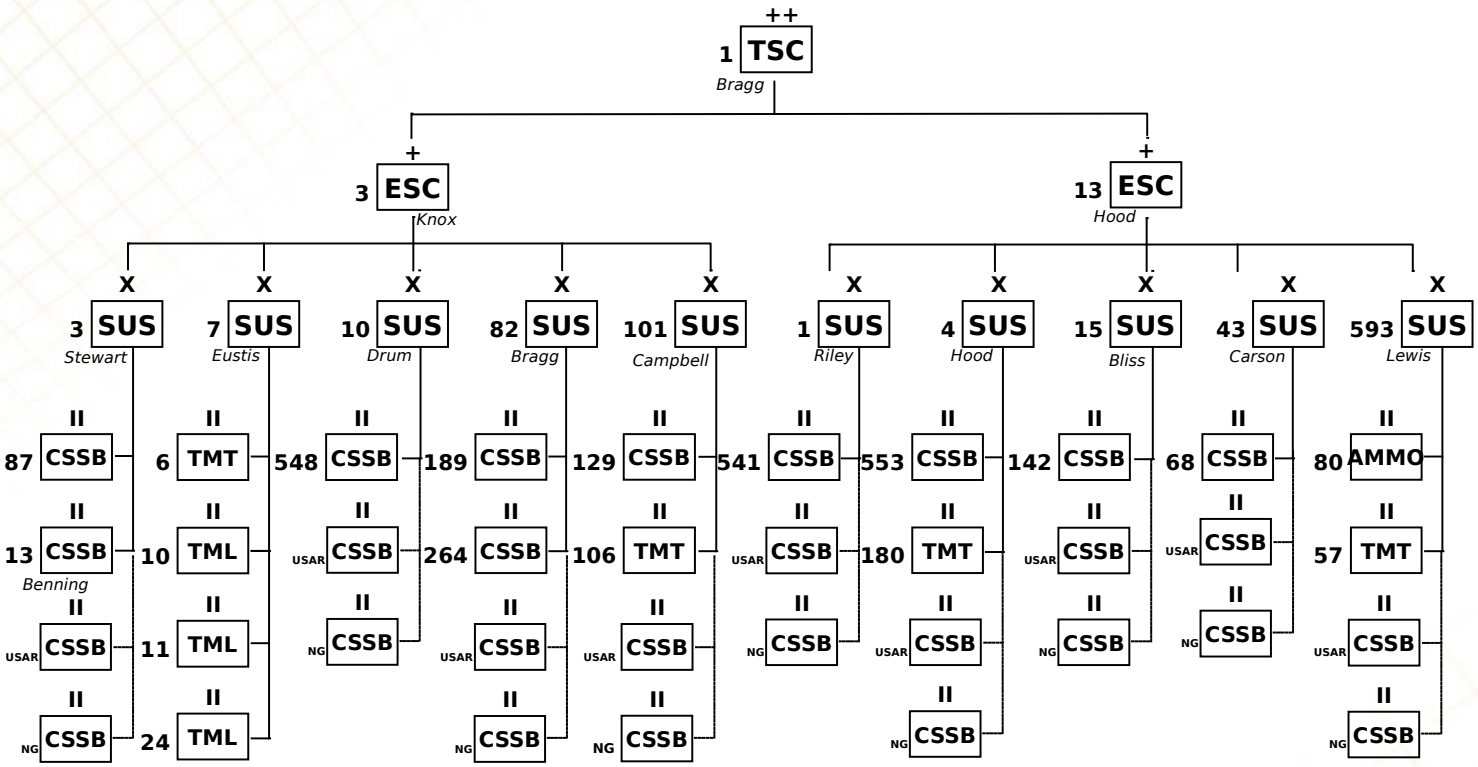
CSS C2 Relationships at EAB



Establishes Training, Readiness, and Oversight of CSS Units

- **Assign CSS Force Pool units to CSSBs**
- **Assign CSSBs to Sustainment Brigades**
- **Assign Sustainment Brigades to ESCs**
- **Review concept of ESCs as a stand alone Command**
- **Align CSS at EAB in Direct Support of Divisions, Corps, and CoComs**

Peacetime C2 is critical for units preparing to support an expeditionary Army at

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LOGCAP Support - OIF (Site Dependent)

Food Service
Water Production and Storage
Ice Production
Retail Fuel
Power Generation
Billeting
Waste Management
Laundry
MWR

DoD Executive Agent

DoD Directive 5101.1, DoD Executive Agent (9 May 03)

1. Provides a DoD-wide definition of DoD Executive Agent.

2. Provides DoD approval authority for assigning DoD Executive Agent responsibilities, functions, and authorities within the Department of Defense.

3. Provides for the exchange of information between DoD Executive Agents and the DoD Components regarding resources and the quality of support throughout the full range of operations.

4. Within the scope of assigned responsibilities and functions, the DoD Executive Agent's authority takes precedence over the authority of other DoD Component officials performing

DoD Executive Agent

"The Head of a DoD Component to whom the Secretary of Defense or the Deputy Secretary of Defense has assigned specific responsibilities, functions, and authorities to provide defined levels of support for operational missions, or administrative or other designated activities that involve two or more of the DoD Components. The nature and scope of the DoD Executive Agents' responsibilities, functions, and authorities shall:

- Be prescribed at the time of assignment;
- Remain in effect until the Secretary of Defense or the Deputy Secretary of Defense revokes or supersedes them.

DoD Directive 5101.1 DoD Executive A

DoD Executive Agent

DoD EA resourcing policy:

- **The DoD Executive Agent funding methods and resource requirements, including force structure to the extent permitted by law, shall be included as a part of the Planning, Programming, Budgeting and Execution process.**

- **Heads of the DoD Components, when receiving DoD Executive Agent support, shall provide estimates of requirements and associated resources to the designated DoD Executive Agent on a timely basis.**

DoD Directive 5101.1 DoD Executive A

Army as DoD Executive Agent

DoD Detainee Operations Policy
Joint Improvised Explosive Device Defeat Organization (JIEDDO)
Joint Medical Executive Skills Development Program
UN Assistance Mission in Iraq
Multinational Force & Observers (MFO) Sinai
Joint Center for International Security Force Assistance (JCISFA)
Blast Injuries
Military Assistance to Civil Authorities (EA Under Review)
Military Support to Civil Authorities (MSCA)(EA Under Review)
Coalition Provisional Authority (EA Under Review)
Tribute to Freedom Events
Anthrax Vaccination Immunization Program (AVIP)
Military Assistance to Safety and Traffic (MAST)(EA Under Review)
Military Assistance for Civil Disturbances (MACDIS)(EA Under Review)
Contract Foreign Language Support to the DoD Components
Armed Forces Institute of Pathology (AFIP): Administrative Support
Armed Services Blood Program Office (ASBPO)
Central Criminal Court of Iraq (CCCI)
Chemical and Biological Defense

DoD Combat Feeding Research and Engineering Program
Defense Language Institute Foreign Language Center (DLIFLC)
Defense Medical Surveillance System and the DoD Serum Repository
DoD Level III Corrections
Explosives Safety Management
Gulf War Exposure Registry
Homeowners Assistance Program (HAP)
DoD Immunization Program for Biological Warfare Defense
DoD Biometrics Management Office
Law of War Program (Investigation and Reporting of Reportable Incidents Against U.S. Personnel)
Management of Land-Based Water Resources in Support of Contingency Ops
Military Mail Including Employment of DoD Resources in Support of the USPS
Military Postal Service (MPS)
Defense Mortuary Affairs Program
DoD Passport and Passport Agent Services
Recruiting Facilities Program
Noncombatant Evacuation Operations
DoD Support to United Nations Missions

Army as DoD Executive Agent (continued)

DoD Civilian Police Officers & Security Guards: Physical Fitness
U.S. Military Entrance Processing Command Support
USCENTCOM R&R Leave Program
New Drugs for Force Health Protection
Use of Laboratory Animals in DoD Programs
DoD Veterinary Services Program
Western Hemisphere Institute for Security Cooperation (WHINSEC)
World War II 60th Anniversary Observance Planning (EA Under Review)
Unexploded Ordnance Center of Excellence (UXOCOE)
Armed Forces Epidemiological Board
Armed Forces Pest Management Board (AFPMB)
DoD Military Immunization Program

ASOS Information
TAA 10-15 Modeled ASOS

51 different types of units provided across Combat, Combat Support (CS) and Combat Service Support (CSS)

- CBT: 1 Fires BDE
- CS: Headquarters Maneuver Enhancement Brigade, Military Police, Horizontal and Vertical Construction Companies, Mobility Augmentation (Engineer) Companies, Sapper Companies, Chemical Companies, Signal Battalions, Civil Affairs Companies, Psychological Operations Companies
- CSS: Medical (Veterinary), Medical Logistics Companies, Air Medical Evacuation (Rotary), Quartermaster Petroleum, Light Medium Truck Companies, Ammunition Companies, Postal Units, Finance and Public Affairs Detachments

- **8,469 personnel**
  - CBT: 1390
  - CS: 3650
  - CSS: 3429